

# ANNUAL REPORT



1964

National  
Industries  
*for the* Blind

1120 AVENUE OF THE AMERICAS  
NEW YORK 36 N. Y.



**SKILCRAFT**  
*Quality Blind Made Products*



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FOR Mr. Charles E. Brown



NATIONAL INDUSTRIES FOR THE BLIND  
1120 AVENUE OF THE AMERICAS, NEW YORK, N. Y. 10036

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Chairman

THOR W. KOLLE, JR.  
President

PETER J. SALMON  
Vice President

ABRAM CLAUDE, JR.  
Secretary-Treasurer

ROBERT C. GOODPASTURE  
General Manager  
TN 7-5252

LETTER FROM THE GENERAL MANAGER

A number of major programs have progressed to a point of near completion in the year ended June 30, 1964.

The ultimate goal of all of these programs is a substantial increase in the employment of blind persons throughout the United States. Since hours of employment are generated through dollars of sales, the success of these endeavors will one day be measured in terms of increased sales of blind-made products.

Areas in which substantial progress has been made include the re-design of the SKILCRAFT trademark, development of a coordinated line of package design, completion of an extensive market study, creation of a Sales Advisory Committee which will assist the General Manager in a concerted effort to increase commercial sales by \$14 million over the next five years.

Up to this time our various sales programs have been somewhat uncoordinated. It is immediately apparent, however, that the substantial new goal of a \$14 million increase cannot possibly be attained without a well organized plan encompassing all aspects of marketing.

William E. Hill & Company, Inc. has submitted to the NIB Board of Directors the first phase of such a plan, a comprehensive market study with specific recommendations as to the most attractive markets into which our association of shops might move. It has subsequently been decided that the rack-jobbing field is the one in which most immediate results can be obtained. Now, the new trademark, the new package design, and a truly commercial approach to the marketing of blind-made products will be combined in an effort that should produce a sales increase of the magnitude which has been set as our goal.

In the year just completed plans have matured for another element, important to our expansion program, namely the Product Development Laboratory. Plant space for the laboratory has been obtained, building modifications completed, equipment purchased and staff recruited. Availability of laboratory facilities for research purposes is now an accomplished fact. This means that the product requirements of the sales program can be analyzed in a laboratory environment in order to assure the development of practical and efficient manufacturing techniques.



Even as we work towards the long-range objectives of a major new sales program, we must still evaluate the present program in terms of wages to blind persons. The year just past was the second in which total wages to blind persons exceeded \$6,000,000. With regard to hourly wages we have experienced an unbroken series of new highs for a number of years. The average hourly wage for blind persons in the year ended June 30, 1964 was \$1.28, a far cry from the \$0.36 of 1940.

But lest we become complaisant, we must acknowledge that there are still a number of shops associated with NIB, which are paying hourly wages substantially lower than the national average quoted. It is expected that, during the forthcoming year, we will implement broad new standards in the workshop field, the benefits of which will include higher earnings for a great majority of blind workers now receiving less than the national minimum of \$1.28 per hour.

Robert C. Goodpasture  
General Manager

New York City  
September 28, 1964





## HIGHLIGHTS OF 1964

### Blind Employment, Wages & Hours

The success of the workshop program, and the measure by which NIB and the associated shops must judge the results of their efforts, lies in the dollar earnings of blind employees and the total number of blind persons gainfully employed.

As with other business enterprises, the extent of employment and wages in the workshops is dependent on the volume of sales generated and the productive capacity of the plant. The complex of NIB workshops as a whole has productive capacity exceeding the volume of products marketed. Therefore a decline in sales in any one of the market sectors will be reflected in a corresponding decrease in number of workers and total wages paid. Over the years that the NIB program has been in existence, there has been a most gratifying and generally steady upward trend in both, the few small decreases being more than made up in succeeding years:

<u>Year</u>	<u>Agencies</u>	<u>Blind Employees</u>	<u>BLIND DIRECT LABOR</u>			<u>TOTAL BLIND</u>		
			<u>Man Hours (000)</u>	<u>Wages (\$000)</u>	<u>Avg. p/hr.</u>	<u>Man Hours (000)</u>	<u>Wages (\$000)</u>	<u>Avg. p/hr.</u>
1940	-	1979	-	-	-	2,535	\$ 906.5	\$ .36
1945	-	2348	-	-	-	3,010	2157.8	.65
1950	-	2533	-	-	-	3,242	2629.3	.81
1955	56	3489	-	-	-	4,520	4028.6	.89
1960	56	3780	4,166	\$4436.4	\$1.07	4,570	5156.2	1.13
1961	56	3609	4,126	4610.5	1.12	4,441	5162.3	1.16
1962*	60	3670	4,247	4894.8	1.15	4,598	5534.9	1.20
1963*	60	4304	4,674	5560.6	1.19	5,061	6303.9	1.25
1964*	60	3809	4,431	5457.5	1.23	4,831	6198.3	1.28

\* Fiscal year ending June 30, others are calendar years.

Additionally, there is gratification in the increase of hourly wages paid to blind workers, especially in the direct labor area. Through June 30 of this year, the average has exceeded for several annual periods the prevailing Federal statutory minimum for non-handicapped workers, and comes close to the new minimum of \$1.25 per hour which will be in effect in September 1964.

These figures point up dramatically the timeliness of our current efforts to find new and broader markets, and new products for these markets. While, on the average, the blind worker in NIB shops is receiving an increasingly better wage, the current year's decline in total employment emphasizes the urgency for increased sales.



### Skilcraft Trademark

All associated shops have seen the results of NIB's efforts to produce a more attractive, appealing, and modern trademark, one which would symbolize the progress made by the workshop movement over the years, and the variety and quality of products manufactured.

Prominent trademark designers submitted more than one hundred suggestions to NIB. Each represented, in the mind of its creator, emphasis on workmanship and modern production techniques, and de-emphasis of the "sympathy" concept. The goal was to create the total impression of a quality product made under modern conditions by efficient workers at competitive prices.

We feel that the sleek, new, stylized "S" in its two-color combination goes far to create this impression. Graphic standards for its display in various media have been prepared and distributed, and plans for widespread advertising are being developed. NIB hopes that all shops will see the advantages to be gained by using it, under license, on their products. To this end, the fee basis for the use of the mark has been changed. Instead of a fixed charge to all users, the fee is now based on actual volume of sales achieved. The mark is available to all legitimate agencies for the blind, whether otherwise associated with NIB or not, as long as they meet the standards and requirements of the formal licensing agreement.

### Product Development Laboratory

Very soon the NIB Product Development Laboratory will be in full operation. The laboratory is located in the New York Lighthouse, occupying some 4,000 sq. ft. of excellent plant space. Mr. Arthur J. Usher, formerly of Canadian National Institute for the Blind, has been employed as Manager, and is now assembling his staff.

We are confident that the Laboratory will prove a most fruitful source of new processes and techniques in the fields of production, marketing and costing. It is not planned that the Laboratory itself will generate new products, or product lines, except as they are related to an assigned project.

Emphasis will be placed on the development and improvement of present blind-made products, and the adaptation of other commercial items to production in our shops.

### West Coast Representative

In response to a long-felt need for closer and more continuing contact with the associated shops in the West, in June of this year, NIB opened a West Coast Office in California.

Rear-Admiral James W. Boundy (SC) USN (ret) was appointed West Coast Representative. Admiral Boundy is well-acquainted with the workshop program,



and was at one time Chairman of the Committee on Purchases of Blind-Made Products.

The West Coast representative will concentrate his attention on the thirteen westernmost states, including Alaska and Hawaii. In addition to serving as liaison with the workshops in that area, he will be NIB's major contact with other programs relating to work for the blind, and with industry and military installations in the area. NIB anticipates that the addition of this office will materially strengthen the program in the West, and provide the associated shops there with a ready source of advice and assistance.

#### Meetings & Conventions

Forty-nine workshops for the blind were represented at the annual meeting of the General Council of Workshops for the Blind, September 29 - October 3, 1963, at the Sheraton-Lincoln Hotel in Houston.

The theme of the meeting, "Research and Development", focused on new products and processes within the workshops. Delegates heard a keynote speech by Major General Frank H. Britton, USA, Director of Research and Development of the Army Materiel Command. George T. Pain, Manager of the London Association for the Blind's plastic division, discussed production methods in his shop. Speakers and panels from government, industry and workshops explored many facets of the "R & D" topic during the four-day meeting. Mrs. Jeri Rougagnac, Executive Director of the Houston-Harris County Lighthouse, was Chairman of the Arrangements Committee, and Austin G. Scott, Executive Director of the Dallas County Association for the Blind was Program Chairman.

The Fifth Annual Sales Seminar was held in the Deauville Hotel, Miami Beach, Florida, from May 10 through May 13, 1964. In keeping with the 1964 political convention scene, the theme was - "PLATFORM FOR PROGRESS - The 14 Million Dollar Ticket". The program was most enthusiastically endorsed by the more than 125 people in attendance, representing over 40 agencies and 25 suppliers. A unique "Coffee Caucus" format was put to effective use under the leadership of Mr. William Gove, well-known sales organizer consultant.

#### Foreign Contacts

Furthering our efforts to provide more and increasingly profitable employment for blind workers, several members of the NIB staff visited workshops for the blind in England, Scotland and Sweden. A number of interesting ideas resulted from the trip, some of which may be incorporated into future marketing and new product plans. In turn, NIB was visited by representatives of agencies for the blind in England, India, and Israel, all seeking to improve their knowledge and competence in workshop operation. This interchange of information will prove of value in future years, and brings together the most advanced thinking in the field.





## SALES DEVELOPMENT

Total sales by the associated shops in the fiscal year 1964 were slightly below those for the preceding year if the \$7,723,000 Sanitation Kit order of 1963 is excluded. The entire drop was due to a decline in orders from the U. S. Government. Alternately, Military Resale volume increased more than 5%. Other sales, including SKILCRAFT sales other than Military Resale, increased some 2% over the 1963 figure:

<u>Calendar Year</u>	<u>Government Sales</u>	<u>Military Resale</u>	<u>Other Sales</u>	<u>Total Sales</u>
1955	\$ 5,528,000	\$ 268,000	\$12,959,000	\$18,755,000
1956	6,046,000	1,072,000	13,744,000	20,862,000
1957	7,615,000	1,167,000	13,898,000	22,681,000
1958	9,438,000	1,006,000	14,137,000	24,581,000
1959	6,748,000	1,248,000	15,010,000	23,007,000
1960	7,342,000	1,329,000	15,775,000	24,446,000
1961	10,311,000	1,450,000	16,005,000	27,766,000

### Fiscal Year

6-30-62	12,032,000	1,675,000	16,326,000	30,033,000
6-30-63*	18,340,000	2,230,000	18,118,000	38,688,000
6-30-64	9,514,000	2,353,000	18,456,000	30,323,000

\* Includes Sanitation Kit Sales of \$7,723,000.

It was anticipated that U. S. Government sales would pick up in the past year, and indeed there were strong indications in the early months that this would be the case. However, the early higher level of sales was not maintained and it was not until the last month of the year that really significant increases appeared. This was too late to influence appreciably the annual figures for 1964. Allocations for the year actually totalled over \$11,500,000, which will add substantially to next year's total when contracts are finally completed. Orders for the first months of the new year are running at what appears to be the highest rate in our history. Unless the retrenchment pattern of last year is repeated on a more drastic scale, a substantial increase can be expected for 1965. An increase of between 5% and 10% in the Military Resale program appears reasonable to expect during the coming year.

The future of other sales, including SKILCRAFT trademark items, should show marked improvement over the long run, and some of this should be reflected in the coming year's figures. Whether the impact of new marketing and sales programs will be felt to any degree in the 1964-65 period is problematical. However, the normal growth of the shops' programs, coupled with increased acceptance of the SKILCRAFT trademark, seems bound to have an effect. An increase in over-all "Other Sales" of 10% during the next year is not unduly optimistic. On balance we believe that a total sales volume of \$33,000,000 in 1965 is probable, of which at least \$11,500,000 will be sales to the U. S. Government.





Without an increasing flow of new products to replace and to supplement existing ones, increases in production by the shops would be severely limited. This situation has been long recognized, and much of the effort of the entire NIB staff is devoted to the search for and development of new products which can be profitably manufactured in the shops and effectively marketed with the U. S. Government or elsewhere.

In the area of Government Sales, the following new products were successfully introduced, and are now in production by the shops:

	<u>Estimated Annual \$ Volume</u>	<u>Estimated Man Hours of Blind Labor</u>
Bayonet Scabbards	\$ 565,000	26,000
Deodorant	12,000	1,700
Tourniquets	53,000	6,500
Military Neckties	680,000	80,000
Bulletin Boards	<u>80,000</u>	<u>4,900</u>
	\$1,390,000	119,100

For commercial and Military Resale outlets, a number of products were considered, and the following put into production:

	<u>Estimated Annual \$ Volume</u>	<u>Estimated Man Hours of Blind Labor</u>
Safety Iron Rest	\$ 40,000	10,000
Kordaway (iron cord holder)	87,000	5,000
Drapes (under contract)	26,000	13,000
Greeting Cards	100,000	20,000
Plastic Cone Fan-Flare Broom	<u>120,000</u>	<u>12,000</u>
	\$ 373,000	60,000

Since July 1st of this year two additional items have been added to the Schedule of Blind-Made Products:

	<u>Estimated Annual \$ Volume</u>	<u>Estimated Man Hours of Blind Labor</u>
Expandable Portfolios	\$ 70,000	3,700
Patient Securing Straps	45,000	7,800

thus bringing the total annual sales value of new Government-use items to over \$1,500,000, to which should be added the more than \$370,000 in other than Government products.

In the same period, NIB developed and put into production for sale at the World's Fair and through other sales programs, a line of attractive gift-type



packages, professionally designed, and featuring the SKILCRAFT label. Currently available are both completed packages and packaging materials for:

Kitchen Helper Set	Bath Set
Housecleaning Aids	Bar-B-Q set
Ironing Set	Car Care Set

Child "Keep-Kleen" Set

All items contained in the sets are currently produced by one or more shops either for their own sales or for the Military Resale program. The packages are especially suitable for club or exhibit sales.

Pending approval by the Committee on Purchases of Blind-Made Products are a number of items, with a total estimated dollar sales volume of over \$400,000:

Inflight Dining Pack	Stainless Steel Brushes
Clip Boards	Aluminum Brushes
Arch Boards	Aircraft Cleaning Brushes

These items are out of the development stage, and can be put into production as soon as Government approval is obtained, and orders are received.

All ideas and suggestions for new products are reviewed by NIB's Product Evaluation Committee, composed of the NIB department heads most concerned with production and sale of products. The Committee currently has, in various stages of development, a variety of products representing an additional \$5,000,000 in sales volume. Among them are:

Typewriter Spools	Bandoleers
Mattress Pads	Rifle Cleaning Cloths
Rifle Slings	Uniform Scarfs
Snap-on Mop Handles	Plastic Scouring Pads
Vegetable Brushes	Scrub Brushes

In addition to expanding the product line, NIB accepts major responsibility for keeping the pricing structure of present products consistent with market conditions. A large number of price revisions have been made during the year, and many more are in process. NIB, with the assistance of the shops, is refining and simplifying procedures for price review, in an effort to obtain the best information on labor and material costs with the least disruption of shop procedures. This year, price revisions were approved for 33 items, amounting to an estimated increase in dollar value of sales of \$636,500. The greatest part of this amount will be reflected in additional returns to the shops. Increases averaged generally about 10%, which is in line with the mounting cost of labor and raw materials.

In May of this year, an additional order for 260,000 Sanitation Kits was placed with the Defense Supply Agency by the Office of Civil Defense. NIB and the Defense Supply Agency spent considerable time and effort on a selection of shops which would result in the lowest transportation costs to the Government. Finally, six shops were chosen, as follows:



Arizona Industries for the Blind  
Chicago Lighthouse for the Blind  
Cincinnati Association for the Blind  
Kansas City Association for the Blind  
New York Association for the Blind  
Virginia Commission for the Visually Handicapped

Purchase orders were issued in June, and deliveries of finished kits are scheduled to commence in October. As in the case of a previous contract for Sanitation Kits, NIB has established a project team in the New York office to handle purchasing, expediting, and general supervision of the project.



## PROCUREMENT PROGRAM

NIB's procurement program operated in high gear throughout the year, although total purchases were considerably less than in 1963, when they were inflated by the large Sanitation Kit program. This year, purchases exceeded \$5,000,000, and included:

Block Sponge Mop Components	Packaging Materials
Broomcorn	Sanitation Kit Components
Drill Material	Seat Belt Components
Necktie Material	Sheeting Material
Ticking Material	

It is estimated that savings to the shops average 7 - 8%, with smaller shops achieving savings of up to 15%.

Products under consideration for future purchasing by NIB are:

- Broom Handles
- Cotton Drill for Wet Mop manufacture
- Mop Handles
- Mop Yarn

NIB's original move into the field of centralized procurement involved items which were standard for all shops. As the program progresses, products are being surveyed which shops buy under varying specifications, and under a number of different trade names. It is expected that a degree of standardization of products, and the adoption of closely related specifications will make further savings possible. The co-operation of all shops involved will be required if meaningful results are to be achieved.

June 30, 1964 saw the conclusion of the first year of NIB's broomcorn purchasing program. It was a difficult year to enter this highly specialized market, since prices in the field averaged 15% higher than the previous year, and were at their second highest point in history. NIB bought 1,855 tons of broomcorn at an average price, including freight and handling, of \$436.94 per ton.

As needed to meet the production schedules of the individual broom shops, raw corn was shipped from warehouse to plant on orders from the shops. NIB prices were calculated on the basis of direct expense plus a service charge of no more than 5%. Terms of 1/15 net 45 made it possible for shops to be assured of costs no more than 4% above charges to NIB.

The service charge was NIB's only source of income to cover the financing and administrative expenses of the program. In view of the fact that shop costs would be very high due to unusually high field prices, NIB's average markup was held to 3.5%, thus assuring the shops of as large savings as possible compared with regular commercial prices. Actually, NIB's expenses exceeded income by \$20,000, a loss of 4% on the operation. Thirteen shops participated in the program, which was partially financed by a \$700,000 loan from the Morgan Guaranty Trust Co. The program will be continued during 1965.





NIB and its associated broom shops have long believed that the ultimate in benefits would be attained through the availability of processed broomcorn, cut and graded to predetermined standards. This is the immediate goal of the 1964/1965 broomcorn program.

NIB now has contracts with two processing organizations, one in the East, and one in the West. There is little question that substantial economies will be realized through this concept. Work will be done by sighted persons employed on a full-time basis. Modern techniques and equipment will be used to the maximum, thus overcoming the inordinately high cost of sorting experienced in workshops for the blind. It is planned that approximately 900 tons of processed corn be produced during the first year of operation.

In August of 1963, NIB and the General Services Administration agreed upon a program of advance scheduling of purchases of a number of items regularly stocked by that government agency. The inaugural period, July through December, 1963, proved eminently successful. More than 75% of the amounts forecast for purchase were actually ordered. Sixteen shops participated in this trial effort, and 34 line items were involved. The second period, January through June, 1964, was rescheduled to April through September to conform with GSA inventory control procedures. The number of items involved increased to 113 and the number of shops to 42.

The full impact of this program cannot yet be assessed, but it is obvious that an assured market for products for a 6-month period will enable the shops better to plan production runs, stabilize employment and produce more effectively.



## PRODUCT DEVELOPMENT

NIB's Product Evaluation Committee receives and evaluates all suggestions for new products whether they emanate from the Government, a shop, NIB staff, or individuals interested in the furtherance of the program. The Committee decides which products are suitable for development by the appropriate departments of NIB. It is planned that the new Product Development Laboratory will play an important role in this selection process. By the introduction of manufacturing techniques new in the field of workshops for the blind, NIB hopes to add a number of items which formerly might have been considered unsuitable or uneconomic for manufacture by blind persons.

Among the many responsibilities and assignments of the Product Development Laboratory are:

- Establishment of methods and processes of production.
- Preparation of specifications.
- Preparation of operating manuals.
- Development of training methods.
- Modification of equipment to increase efficiency and make feasible its use by blind persons.
- Design of jigs and fixtures.
- Modification of products to permit the use of more efficient manufacturing methods, to lower production costs, or to improve marketability.
- Time and motion studies for costing purposes.
- Physical and chemical tests of components and products.
- Training shop supervisory personnel in techniques and equipment.
- Appraisal of new machinery, methods and materials and their application to existing products or new lines.
- Study of components now purchased, manufacture of which might form a good inter-agency market.

If, in the course of its researches, the Laboratory finds products not previously considered, they will automatically be presented to the Product Evaluation Committee in the usual manner.

At the Miami Beach Sales Seminar last May, representatives of the shops took part in a discussion of "The Hill Report". This report was prepared by William E. Hill & Co., marketing consultants. It is an exhaustive study of the market potential for present blind-made products, and it offers guides to new and expanded markets with additional product lines. The several major recommendations of the report were discussed, and it was the consensus of opinion that NIB should proceed with all speed to determine which of these had the greatest potential for early implementation.

The NIB Board of Directors in June discussed the report, and appointed a Committee of the Board to study it and decide which of the recommendations should be first implemented. This Committee known as the Sales Advisory Committee is composed of Messrs. Kolle, Olsen, Hirsch, Brady, and Crowe (Chairman). Following final Board approval, the NIB staff will promptly proceed to implement its decisions.



## TECHNICAL ASSISTANCE

In addition to regular technical assistance to the shops, the NIB Staff worked on a number of problems involving a wider approach to the workshop movement.

In West Virginia, advice was requested on the development of a workshop in Clarksburg. NIB assisted the community planning organization in determining the feasibility of the operation, and the type shop which could best be expected to meet the situation.

In Ohio, at the request of the Cleveland Welfare Planning Council and the Cleveland Society for the Blind, representatives of NIB consulted with a committee of the Council, subsequently conducted a survey of the Industrial Division of the Society, and submitted recommendations as to its continued operation.

In Tennessee, personnel from NIB's Engineering, Sales, and Community Services Departments made a study of the Morristown shop, in an effort to find a more viable means of operation. All these situations will involve close attention and follow-up by NIB if best results are to be attained.

In connection with surveys made prior to this year, NIB has kept in touch with the local situations, and has provided continuing advice and counsel. Several visits were made to the Georgia Factory for the Blind to assist in the implementation of recommendations made in an earlier survey there. In Mobile, Alabama, an NIB survey report is apparently being adopted by the planning organization of the community as an over-all plan for workshop construction and location. It appears that NIB will be involved there for some time to come.

In the field of direct technical assistance, NIB's Engineering Department has the widest responsibility, and is faced almost daily with a variety of problems in which the shops have asked for assistance.

During the past year, the Engineering Department has assisted shops in setting up productive facilities for new items such as neckties, safety iron rests, and deodorant. The work entailed recommendations regarding departmental layouts and equipment, and personnel training in production methods and quality control.

In a more general sense, NIB's Washington office continued to function as liaison between Government agencies, NIB, and the shops. In many instances, timely action by representatives there smoothed out what might have become a serious problem. The value of the Washington office can best be measured by the excellent relations which exist with agencies in the nation's capitol, and the number of shops which have been assisted in the resolution of their problems. Aside from routine and special calls on Government offices in Washington, visits were made to 13 shops, 5 GSA regional offices, and 3 Army Headquarters by NIB's Washington representatives.



## NATIONAL IMAGE

One of the most noteworthy efforts by NIB and the shops to publicize the capabilities of blind workers, and the variety and quality of the products which they can manufacture, is the NIB exhibit at the World's Fair.

Located in the Better Living Center, the exhibit includes a demonstration of the skills of blind workers making actual, usable products, an audience-participation unit which provides information on the variety and geographic coverage of the workshops, and a display area in which a wide range of blind-made products is presented for public inspection. The new SKILCRAFT trademark is prominently displayed throughout, and emphasis is placed upon the assurance of quality and authenticity of the products bearing the trademark. The exhibit is staffed by four blind workers and six hostesses.

The NIB exhibit was one of the first to be opened in the Center, and officials estimate that it is seen by a very large proportion of 26,000 daily visitors to the building. A large number of requests for information on the program have been received, and NIB literature placed in the exhibit has been widely distributed.

The promotion of the SKILCRAFT trademark is receiving close attention by NIB, and plans are being formulated to relate such promotion directly to efforts to enter new and expanded markets. Acceptance of the SKILCRAFT trademark as assurance of quality and utility is increasing to a gratifying extent, and the volume of SKILCRAFT sales is growing markedly.

NIB strives continually to convey to the public the image of the program as (a) an ongoing successful effort to provide employment for the blind, and (b) the workshop as an efficient, productive unit, serving the interests of its blind workers to the fullest extent. Substandard shops or products tend to blur this image, and for this reason the shops, and NIB have devoted much time and effort to the preparation of standards for workshops associated with NIB. A knowledgeable group, representing nearly all types of workshops, has worked almost two years to produce a document which will impose no hardships on the business operations of the shops, but which will encourage them to provide the climate and conditions conducive of the best services to blind persons and the presentation of the desired public image.

Another facet of the desired public image lies in the experience of consumers of blind-made products, and the way in which products are presented to them for purchase. At the request of the Sales Ethics Committee of the General Council of Workshops for the Blind, NIB serves as a clearing house for information on organizations selling blind-made products. Cooperation is maintained with Chambers of Commerce, Better Business Bureaus, and state agencies. Upon request, affiliated agencies are advised as to the status of any proposed distributor or organization.

Major newspapers, radio and T. V. stations throughout the country received releases during the year, giving press exposure to NIB, its philosophy and goals. NIB itself received attention from two publications of the National Association of Manufacturers.







The NIB News experienced a banner year. Circulation was up 3,600 from the previous year, with a greater number of business and industrial leaders receiving the paper. Members of the Congress were also added to the circulation list. The shops showed increased interest in using the News for public relations purposes in their own areas, and many requests for additional copies for local distribution were received.



## LEGISLATIVE & INTER-AGENCY MATTERS

In the year past NIB has allocated considerable staff time to legislative matters and the laws relating to the employment of blind persons or the sale of blind-made products.

For the first time in its 26-year history, NIB has prepared and distributed to the shops, and to agencies concerned with the welfare of the blind, a pamphlet summarizing current state laws regarding purchase and sale of blind-made products, and analyzing the requirements for a strong, effective body of legislation in this regard. Additional copies of this pamphlet are available to agencies upon request. It is intended that the pamphlet be updated at annual intervals by the issuance of supplements.

NIB representatives have met with the Social Security personnel in Baltimore for the purpose of standardizing procedures for payment of disability insurance to handicapped workers. NIB also distributed information regarding the rights and duties of shops pursuant to laws relating to wages and hours and public contracts.

Another "first" achieved in the past year was the publication of an Inter-Agency Catalog. This is a complete compilation of products made in all shops associated with NIB, and includes the services which the shops provide. Over 250 separate products are listed, plus 34 service or other type manufacturing departments, performing more than 56 different operations. The entire catalog is cross indexed by product and shop.



## FINANCING

For the first 24 years of its existence, NIB was supported solely through contributions received from its associated shops. Because the original mission of NIB related entirely to government business, contributions were made as a percentage of government business allocated to each shop. This percentage was originally 5%, and has been gradually reduced to 2%, the present figure.

Through the years, as NIB expanded its services at the request of the shops, an appreciable portion of the work of the NIB staff became related more and more to matters other than Government sales. Consequently, in 1962 the Board of Directors of NIB adopted a new and broader basis for financial participation which was presented to, and endorsed by, the General Council of Workshops for the Blind. Present sources of income to NIB are as follows:

1. An annual Participation Fee equal to 1/2¢ per man-hour of all direct labor performed in each shop during the preceding fiscal year.
2. Contribution equal to 2% of the value of each shop's sales to the Federal Government. (Participation in this sales program is at the option of each shop.)
3. Contribution equal to 5% of the value of each shop's sales (non-Federal Government) developed by National Industries for the Blind. (Participation in this sales program is at the option of each shop.)
4. Trademark fee of 1/2 of 1% of the gross sales of SKILCRAFT products up to a maximum of \$200 per year. (Use of the SKILCRAFT trademark is at the option of each shop.)
5. Income earned from centralized procurement operations of NIB.
6. Income earned from investments.

Participating shops now account for approximately 65% of NIB's income through the payment of contributions and fees. The remaining income is earned through company operations.

Audited financial statements of National Industries for the Blind are available at the New York Office for inspection by the Committee on Purchases of Blind-Made Products, by Boards of NIB-associated shops and by authorized representatives of both of these groups.



## PARTICIPATING AGENCIES

The size of the NIB family remained constant during the year at 65 shops, representing 60 agencies. The entry into the program of the Bucks County Association for the Blind, PAB, was balanced by the departure of the blind division of the Brooklyn Bureau of Social Service. Several new shops have applications for association in process and it is hoped they will shortly be welcomed as full participants in the program:

They are:

Workshop for the Adult Blind, Honolulu, Hawaii  
El Paso County Association for the Blind, El Paso, Texas

Other shops have expressed interest in participation, and one has progressed to the point of formal application:

Youngstown Society for the Blind & Disabled, Ohio  
Lions Industries for the Blind, W. Palm Beach, Fla.  
Buffalo Association for the Blind, New York

The Board of Directors and staff of NIB take this opportunity formally to welcome the new and pending participants, with full confidence that the association will be pleasant, long-lasting and productive. NIB also wishes to thank, individually and collectively, the personnel of all associated shops for their interest and cooperation in the many facets of our program. Continued support from the field is the most important element in the growth of greater and more meaningful services to blind persons.

Although the number of NIB associated shops did not increase during the year, substantial advances have been made in productive capacity and working conditions, as evidenced by new buildings and equipment acquired or programmed.

The following shops have reported the acquisition of new facilities, or additions to existing plant:.

Division of the Blind, Boston, Mass.	17,500 sq. ft. - new workshop, to be opened September 1, 1964
Kansas City Association for the Blind	7,500 sq. ft. - addition to existing building
Maryland Workshop for the Blind	25,000 sq. ft. - branch shop contemplated
Memphis Workshop for the Blind	9,000 sq. ft. - addition - former build- ing remodeled
Miami Lighthouse for the Blind	30,000 sq. ft. - industrial building





N.Y. Association for the Blind 102,000 sq. ft. - additional building

Oklahoma League for the Blind Complete remodeling of facilities

Tri-County Branch, PAB 4,200 sq. ft. - addition to existing building

Many shops also have added equipment increasing the amount and variety of items produced. Notable in this regard are the requirements for new and, to our field, sophisticated items such as neckties and deodorant. These, in themselves, have prompted sizeable expansions.

The following agencies and shops were associated with NIB during the year:

	<u>GOVERNMENT SALES</u>	<u>MILITARY RESALE</u>	<u>SKILCRAFT TRADEMARK</u>
<u>ALABAMA</u>			
Alabama Institute for Deaf & Blind Adult Blind Department, P.O. Drawer 17, Talladega	X		X
Mobile Association for the Blind, Inc. 500 St. Michael Street, Mobile 36602	X		
<u>ARIZONA</u>			
Arizona Industries for the Blind 3013 West Lincoln, Phoenix, 85009	X	X	X
<u>ARKANSAS</u>			
Arkansas Lighthouse for the Blind 1706 East Ninth St., Little Rock	X		
<u>CALIFORNIA</u>			
California Industries for the Blind 1500 Fifth Street, Sacramento 95814			X
Los Angeles Center 840 Santee St., Los Angeles 90014	X	X	.
Berkeley Center 1011 Gilman St., Berkeley 94710	X	X	.
San Diego Center 1344 F. St., San Diego 92101	X	X	.



	<u>GOVERNMENT SALES</u>	<u>MILITARY RESALE</u>	<u>SKILCRAFT TRADEMARK</u>
<u>COLORADO</u>			
Div. of Rehabilitation for the Blind 100 West 7th Ave., Denver 80204	X		
<u>DELAWARE</u>			
Delaware Commission for the Blind 305 W. 8th St., Wilmington 19801	X		
<u>DISTRICT OF COLUMBIA</u>			
Columbia Lighthouse for the Blind 2021 14th St., N.W., Washington 20009	X	X	X
<u>FLORIDA</u>			
Miami Lighthouse for the Blind 650 West 20th Street, Hialeah	X		
<u>GEORGIA</u>			
Georgia Factory for the Blind P.O. Box 218, Bainbridge 31717	X	X	X
<u>ILLINOIS</u>			
The Chicago Lighthouse for the Blind 1850 W. Roosevelt Road, Chicago	X		
<u>KANSAS</u>			
Kansas Foundation for the Blind, Inc. 223 West 3rd St., Wichita 67201	X		X
Kansas Industries for the Blind Administrative Office, State Office Bldg. Topeka 66612			X
Kansas City Workshop 925 Sunshine Road, Kansas City 66115	X		.
Topeka Workshop 425 MacVicar Street, Topeka	X		.
<u>KENTUCKY</u>			
Kentucky Industries for the Blind 2005 Frankfort Ave., Louisville 40206	X		X



	<u>GOVERNMENT SALES</u>	<u>MILITARY RESALE</u>	<u>SKILCRAFT TRADEMARK</u>
<u>LOUISIANA</u>			
The Lighthouse for the Blind 123 State St., New Orleans 18	X	X	X
Shreveport Association for the Blind 1750 Claiborne Ave., Shreveport 71103	X	X	X
<u>MARYLAND</u>			
The Maryland Workshop for the Blind 2901 Strickland St., Baltimore 21223	X	X	X
<u>MASSACHUSETTS</u>			
Division of the Blind 14 Court Square, 9th Floor, Boston 02108	X		
<u>MICHIGAN</u>			
Michigan Industries for the Blind 924 Houghton Ave., Saginaw 24	X		
<u>MINNESOTA</u>			
Duluth Lighthouse for the Blind 16 West First St., Duluth 55802	X	X	X
The Minneapolis Society for the Blind 1936 Lyndale Ave., So., Minneapolis 55405	X	X	X
St. Paul Society for the Blind 208 West 6th St., St. Paul 55102			X
<u>MISSISSIPPI</u>			
Mississippi Industries for the Blind 2501 North West St., P.O. Drawer 4417, Jackson 39216	X	X	X
<u>MISSOURI</u>			
Kansas City Association for the Blind 1844 Broadway, Kansas City 64108	X	X	X
The Lighthouse for the Blind 2315-21 Locust Street, St. Louis 63103	X		X



	<u>GOVERNMENT SALES</u>	<u>MILITARY RESALE</u>	<u>SKILCRAFT TRADEMARK</u>
<u>NEW MEXICO</u>			
New Mexico Industries for the Blind Alamogordo Training Center 408 Pennsylvania Ave., Alamogordo	X	X	
Albuquerque Training Center 2200 Yale Blvd., SE, Albuquerque	X		
<u>NEW YORK STATE</u>			
Blind Work Association, Inc. 18 Court Street, Binghamton	X	X	X
The Industrial Home for the Blind 57 Willoughby St., Brooklyn 11201	X	X	X
The Jewish Guild for the Blind 1880 Broadway, New York 10023	X		
The New York Association for the Blind, Inc. 36-20 Northern Blvd., Long Island City 11101	X	X	X
<u>NORTH CAROLINA</u>			
Industries of the Blind 916-920 West Lee Street, Greensboro 27402	X	X	X
Charlotte Workshop for the Blind 1702 North Brevard St., Charlotte 28206	X	X	X
Industries for the Blind 2701 N. Cherry St., Winston-Salem 27104	X		
Lions Club Industries for the Blind, Inc. 1810 East Main Street, Durham	X		
<u>OHIO</u>			
Cincinnati Association for the Blind 1548 Central Parkway, Cincinnati 45210	X		X
The Cleveland Society for the Blind 2275 East 55th St., Cleveland 44103	X	X	X
<u>OKLAHOMA</u>			
Oklahoma League for the Blind 106 N.E. 2nd St., Oklahoma City 73104	X		





	<u>GOVERNMENT SALES</u>	<u>MILITARY RESALE</u>	<u>SKILCRAFT TRADEMARK</u>
<u>OREGON</u>			
State of Oregon, Commission for the Blind 535 S.E. 12th Ave., Portland 97214	X		
<u>PENNSYLVANIA</u>			
Pennsylvania Association for the Blind			
Bucks County Association for the Blind 171 South Main St., Doylestown, Pa.			
Chester County Branch 71 South First Avenue, Coatesville		X	X
Delaware County Branch 100-106 West 15th Street, Chester	X		X
Pittsburgh Branch 308-316 So. Craig St., Pittsburgh 15213	X		X
Tri County Branch 2336 N. Third Street, Harrisburg			
Venango County Branch 406 West First Street, Oil City	X		
Pennsylvania Working Home and Philadelphia Assn. for the Blind, Inc. 36 St. & Lancaster Ave., Philadelphia 19104	X	X	X
<u>TENNESSEE</u>			
Memphis Workshop for the Blind 346 St. Paul Street, Memphis 38105	X		X
Nashville Workshop for the Blind 410 42nd Avenue No., Nashville 37209	X		X
Volunteer Blind Industries, Inc. 758 West First South Street, Morristown	X		
<u>TEXAS</u>			
Dallas County Assn for the Blind 4306 Capitol Avenue, Dallas 75204	X		X
Houston-Harris County Lighthouse for the Blind 3530 West Dallas, P. O. Box 13435, Houston 77019	X	X	X



	<u>GOVERNMENT SALES</u>	<u>MILITARY RESALE</u>	<u>SKILCRAFT TRADEMARK</u>
<u>TEXAS (continued)</u>			
San Antonio Assn. for the Blind 2305 Roosevelt Avenue, San Antonio 78204	X	X	X
Travis Assn. for the Blind 2101-07 South Lamar, P. O. Box 3297, Austin 78713	X		
<u>VERMONT</u>			
Vermont Workshop for the Blind R. D. 3, 660 Elm Street, Montpelier	X		X
<u>VIRGINIA</u>			
Virginia Commission for the Visually Handicapped 3003 Parkwood Avenue, Richmond 23221	X		
Virginia Workshop for the Blind 1102 Monticello Road, Charlottesville 22902	X		
<u>WASHINGTON</u>			
The Lighthouse for the Blind, Inc. 131 Elliott Avenue West, Seattle 98199	X		
<u>WISCONSIN</u>			
Industries for the Blind 3320 West Vliet Street, Milwaukee 53208	X	X	X
Wisconsin Workshop for the Blind 2385 North Lake Drive, Milwaukee 53211	X		



NATIONAL INDUSTRIES FOR THE BLIND

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\* Member of the Executive Committee

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